



FINAL REPORT – SPRING 2000



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Conference Summary

Background

The *Manitoba Century Summit* was a 24 hour forum hosted by the Premier of Manitoba that brought together leaders from Manitoba business, labour and government to discuss strategies for expanding economic opportunity and building future prosperity in Manitoba.

The last time such an event was held was in 1986. There have been many changes in Manitoba's economy since then. The global economy is undergoing rapid transformations that are producing a need for new strategies to support economic development in Manitoba.

Over 24 hours, 100 participants focused on developing strategic partnerships for economic growth in Manitoba. Topics included issues that are critical to Manitoba's future economic success:

- Development of the labour force, including training and education needs, integration of aboriginal Manitobans into the workforce, and attraction of immigrants and skilled workers;
- Development of strategies to retain and attract capital investment in all regions of the province; and
- Promotion of leading edge industries in the province, including biotechnology, information technology and advanced manufacturing.

Participants

Community leaders from across the province were invited to participate in the Summit. They were chosen to represent the perspectives of: large and small business, labour, government, rural Manitoba, northern Manitoba, Brandon and Winnipeg.

The Summit co-chairs were Rob Hilliard, President, Manitoba Federation of Labour, and Irene Merie, President, Winnipeg Chamber of Commerce. The opening night panel included: Elaine Cowan, President, Anokiiwin Training Institute Inc.; David Friesen, President, CEO, Friesens Corp.; Paul Moist, President, CUPE Local 500; Gail Asper, general counsel, corporate secretary, CanWest Global Communications; and Chuck Loewen, CEO, Online Business Systems. The topic of the panel discussion was the future of Manitoba's economy.

Harvey Selter, Dean of Law at the University of Manitoba, acted as moderator of the Summit.

Format

Premier Gary Doer and the Summit co-chairs, kicked off the summit by sharing some of their views on the challenges and opportunities confronting Manitoba. The panel discussion continued with this theme, offering five distinct perspectives on the provincial economy. Together these insights provided a starting point for the workshops held the next day. Summit participants were divided into seven groups and, lead by facilitators, were charged with generating and grouping ideas to address the three economic issues.

The day was divided into three sessions, one for each issue. At the end of each session, a delegated member or two from each of the seven groups brought their titles to a central, integration session. Here the delegates repeated the process of sorting and naming strategies, synthesizing ideas from each of the groups. In this way, the entire Summit collaboratively produced a constellation of ideas that respond to each of the key economic questions.

In a final plenary session, results were summarized by participants of the integrated sessions and then by the moderator, Harvey Sector. The Premier closed the summit by encouraging the further development of the partnership and pledging to begin work on the implementation of the strategies identified.

This report summarizes the panel presentations, the three integration summaries, Harvey Sector's synthesis and the participants' evaluations. The appendices contain the idea charts generated by each of the seven groups on the three economic questions.

Future Application

The *Manitoba Century Summit Report* will be presented to the Community and Economic Development Committee of Cabinet (CEDC). It will also be distributed to Cabinet Ministers and their Deputy Ministers. Copies will be sent to Summit participants and other interested individuals and organizations. The report will also appear on the government website at www.eitc.mb.ca.

The ideas exchanged and generated at the Summit and recorded in this report will provide a foundation for future economic policy in Manitoba and for moving forward *in partnership* to address the challenges of the new economy.

Issues Summary

The purpose of the Manitoba Century Summit was to bring together leaders from Manitoba business, labour and government to discuss strategies for expanding economic opportunity and building future prosperity in Manitoba. The summit was framed around three issues or questions that are critical to our economy:

- 1 *What can we do to develop our present and future labour force to realize our present and future economic success?*
- 2 *What can we do to expand investment to realize Manitoba's future economic success?*
- 3 *What can we do to unleash the potential for leading edge industries to realize Manitoba's economic success?"*

In workshops, participants had the opportunity to respond to these questions by generating strategies and working toward points or "lines" of consensus. Each of the seven groups devoted one session to each of the three questions. In each session, groups boiled down their responses into 7-9 "headings". In their central sessions, Summit participants further distilled the "headings" to create a single "idea chart" for each question. Key lines of consensus can be identified from these charts:

1. Workforce Development

QUESTION:

What can we do to develop our present and future labour force to realize our present and future economic success?

RESPONSE:

Key lines of consensus:

- Expand options, improve access and affordability of training and retraining;
- Make educational programs more responsive to labour market needs and key sectors;
- Ensure that programs are inclusive and open;
- Increase immigration through policy tools and the promotion of Manitoba.

DATA:

Idea Chart #1

* (the number of times this type of idea was raised).

- Redesigning educational initiatives for improved access (61)*
- Investing in education and fostering life-long learning (40)
- Forecasting labour market needs and developing inclusive strategies to meet those needs (38)
- Making education and training responsive to needs (33)
- Creating partnerships to foster skills and economic development (32)
- Building equality and equity into all components of education and training (30)
- Promoting Manitoba through a positive lifestyle and employment environment (29)
- Targeting capital investment for business development (10)
- Encouraging entrepreneurial attitudes in employment and training initiatives (4)

*For complete charts see page 13.

2. Expanding Investment

QUESTION:

*What can we do to **expand investment** to realize Manitoba's future economic success?*

RESPONSE:

Key lines of consensus :

- Enhance the environment in which new and established businesses can grow and thrive, including: the use of targeted incentives, competitive taxes, better regulations, and a positive and stable climate;
- Explore the use of Manitoba pension plans as a source of capital;
- Promote Manitoba as an investment location;
- develop key sectors and regions.

DATA:

Idea Chart #2

- Fostering supportive business and investment environment (81)
- Using Manitoba capital pools for Manitoba (56)
- Promoting investment in Manitoba (37)
- Supporting business startups (30)
- Encouraging targeted economic strategies (25)
- Supporting Aboriginal business development (15)
- Using Manitoba's human capital (13)
- Modernizing infrastructure (7)

3. New Economy

QUESTION:

*What can we do to **unleash the potential for leading edge industries** to realize Manitoba's economic success?*

RESPONSE:

Key lines of consensus :

- Develop and maintain technological communications infrastructure throughout the province;
- Create a strategic plan to develop niches or key clusters in the new economy;
- Increase the proportion of knowledge workers within the labour force;
- Expand innovative research and development.

DATA:

Idea Chart #3

- Creating competitive advantages (47)
- Developing an educational strategy to provide a skilled workforce (42)
- Expanding R&D for innovation in business, industry and education (38)
- Creating and maintaining technological infrastructure (31)
- Supporting the development of innovative applications of technology (16)
- Maximizing partnerships for competitiveness and innovations (13)
- Overcoming barriers: expanding immigration & developing infrastructure (11)
- Investing in and promoting Manitoba's natural and tourism resources (6)

*For complete charts see page 13.

Moderator's Summary

Harvey Sexter provided a thought-provoking summary of the Summit by highlighting five core issues. He felt that these five issues or "challenges" had reoccurred throughout the Summit in sessions and during informal discussion. The reoccurrence of these issues suggested that Summit participants identified these challenges as crucial to Manitoba's economic future.

1. Change the Manitoba mindset

- One of the things that we can change without a lot of new investment is how we see ourselves. Manitobans have to stop feeling marginalized or of a lesser significance than other places and start recognizing and telling others about our advantages, our qualities and our achievements.
- This does not mean being naive or suggesting that things that need changing ought not to be changed, nor does it mean everything should be seen through rose coloured glasses. Rather, it means that we start making a point of claiming and highlighting our successes, our exceptional quality of life, and the progress we have made in meeting key challenges.

2. Fulfil our commitment to the aboriginal community.

- There was a general expression throughout the Summit of the imperative to address the legitimate issues and the real needs of Manitoba's aboriginal community.
- This theme appeared repeatedly in the session relating to workforce development, in terms of addressing barriers, creating better access to training and supporting initiatives from the aboriginal community. It also came up in the session on investment issues, with respect to providing better access to capital and creating better supports for aboriginal entrepreneurship.
- In general, the Summit participants recognized that these are issues that have been left un-addressed for far too long and accepted that we need to have a shared obligation to work productively with aboriginal citizens.

3. The concept of partnerships.

- The term "partnership" showed up time and time again during the Summit. This reoccurrence suggests that we feel that the answers for tomorrow are going to be found in a different kind of thinking than was used in the past. There is a sense that we have to get rid of some of the old myths, and old paradigms, and take a fresh look at the question. Change the matrix.
- Some of the issues raised and strategies proposed are clearly matters of government responsibility but many of the challenges (and opportunities) are multifaceted, and need a variety of targeted and focussed approaches. Solutions require co-operation between the private sector and government, between labour and business; between all parts of the community.

4. Made in Manitoba solutions.

- No matter what the topic, people stressed the need to tailor our strategies to fit Manitoba's historic and present day advantages.
- People talked about the need to support local business start-ups and referred to Manitoba's history of being a great developer of independent business. Supports for aboriginal entrepreneurship and aboriginal business were regularly put forward as clearly "Made in Manitoba" solutions.
- On investment, people talked about using Manitoba dollars and Manitoba resources such as pension funds.
- When discussing the development of things like human resources, competitive advantages, tourism, and natural resources, there was a desire to incorporate an understanding of Manitoba's history and demographics, as well as to improve our knowledge of the province.

5. High Expectations

- No one seems to be looking for solutions and targets that will be easily achieved. Manitobans want the bar set high. People feel that there is no point in striving for success with mediocrity. This is rather exciting.
- Raising our expectations is worth-while, but it also raises the questions of what is achievable and what are the obligations.

Opening Night Panel

Moderator Harvey Selter, Dean of the University of Manitoba Law School, welcomed participants and opened the Summit with a few remarks on the goal of the Summit as an exercise in consensus building and collaborative thinking.

The co-chairs also made opening remarks on the Summit and its objectives:

Irene Merie, President of the Winnipeg Chamber of Commerce, focused on the need for partnerships to meet the challenge of the new economy. Ms. Merie highlighted:

- That the Manitoba Century Summit is the first of its kind in almost 15 years and what brought us together was a common goal: to make our economy and province more competitive, innovative and productive;
- The need for an aggressive approach to economic development strategy to tap Manitoba's potential and combat the problem of the brain drain to the US;
- That regions that have experienced the best economic turnaround are the ones that have involved all community stakeholders.

Rob Hilliard, the President of the Manitoba Federation of Labour, made the point that management and unions we didn't come together to talk often enough. Mr Hilliard highlighted:

- That while there sometimes is a conflicting agenda between management and unions with respect to wages, both sides agree that everyone benefits when relations are stable;
- That everyone wants to see the economy grow and that when that is achieved and the rewards are shared, the ability to co-operate is strengthened tremendously;
- That Manitoba has the advantage of having a very diverse, well-balanced economy that does not suffer from the instability of booms and busts in other jurisdictions;
- The need to zero in on Manitoba-specific solutions and not forget that the rewards and the planning must be shared.

The Panel

Five panelists were invited to share their vision for Manitoba's economic and social progress. Each of the panelists is well known and successful in a different aspect of our community and its economic life:

- **Chuck Loewen** is a young, successful entrepreneur in the technology field;
- **Elaine Cowan** is a professional trainer, and a First Nation's independent businessperson;
- **Paul Moist** is a leader in the labour community and active in social service agencies;
- **Gail Asper** is a leader in the public corporate community, as well as in Winnipeg and Manitoba's philanthropic, arts and cultural communities;
- **David Friesen** is a successful businessperson from a community outside of Winnipeg.

The panelists were asked to respond to two questions:

- 1) *What do we want to see going on in this Province over the next decade, and;*
- 2) *What are the obstacles that we must address to achieve this vision?*

What follows is a selection of excerpts from the five presentations.

1. Forging a Vision

"I see Manitoba as a province in the future that is known for making things happen. A place where people can raise a family knowing that their children can have a vibrant career in that province. A place where young people not only want to stay, but a place that attracts other young people from other parts of the world and other parts of the country. A place where young people not only see the strong potential of prosperity, but also see the Manitoba lifestyle full of fun and social enjoyment. A place that incubates and develops local companies into strong regional, national and international players. A place with sophisticated venture capital, where young and not so young Manitobans can start and grow world class companies..."

-Chuck Loewen

"It is very important to me that we build a province where my children's children can also prosper. Manitoba is a community that has been built on enterprise, the energy of immigrants and the sweat of our pioneering forefathers. As we enter the new millennium our challenge is to build on that foundation laid by our parents and grandparents, so that our children can realize their full potential right here in Manitoba."

-David Friesen

"In the Manitoba of tomorrow we are going to learn to celebrate our incredibly rich aboriginal background, in a myriad of different ways, including cutting-edge aboriginal businesses and the establishment of a world class think tank which will deal with issues faced by aboriginal communities around the world. We will have established the best aboriginal museums and galleries, and we will expand aboriginal culture through TV, film, theatre and music. We are going to have beautiful roundhouses that are built with the finest materials that people will look at in awe, and wonder why we haven't done this 50 years ago."

-Gail Asper

"(There is a) need for more Manitobans to fill the jobs that can be created in this province...The growth in the aboriginal community is our best source of these workers. By focussing on developing both individual and collective capacities in the aboriginal community, we will turn our sights from perceived problems to real solutions. Not only can we do that, we must do that, because it is the right thing to do for all the right reasons."

-Elaine Cowan

"Our province contains many examples of sound, and productive, labour/management relationships. We need to talk about those. What makes those good relationships? How can we take those micro examples and extend them to macro relations...Many in labour feel at times under attack by certain business interests. Many businesses feel labour is going to ratchet up legislative frameworks that will hurt business. We are holding to positions on macro discussions that we have held for decades in this community...I think it is time to move on past yelling past one another, and talking with one another on some of those macro issues."

-Paul Moist

"I want everyone to know that there are many excellent things happening outside the city, in the north, the east, and the west and of course the area that I know, the south. Businesses are thriving in places like southern Manitoba. Large manufacturers, world class manufacturers, other businesses that are exporting not only to other parts of Canada, but to the United States and to other countries. I think that as we talk in terms of where the province is going, we need to remember that Winnipeg may be the driver, Winnipeg may be our capital, Winnipeg may be the largest city but there is life beyond the Perimeter."

-David Friesen

2. Identifying challenges

"First Nation, Metis and Inuit people are perfectly of capable of making their own futures. All we need to do is to get some racism, bigotry, prejudice and discrimination out of the way, and let us get down to business....I think one of the major challenges that we should all, businesses, governments, the voluntary sector, the co-operative sector, educators and trainers and individuals commit to is to work together to remove the barriers that prevent aboriginals, and others in similar situations, from reaching their full individual and collective capacities...We do not want more than the next person does, we just want some measure of fairness, as recognition of what we have historically given to our country, and some reasonable consideration for what has been taken from us. We can do the rest ourselves.

-Elaine Cowan

"Let us get the business regime attractive, at the same time as we are also making sure that once they get here they are not shocked and dismayed because there is nothing else happening. Taxes alone are not going to keep people here...(and) we just can not have lower taxes without other businesses stepping up to the plate to recognize the role that they play in the community. You can not have lower taxes and higher services. It just doesn't work. So they have to take responsibility for this transformation, because they will be one of the most important beneficiaries of it."

- Gail Asper

"We are predisposed to looking at how...pension plans can be used to the benefit of our community...I think it is very important that...by 2003 in North America, and we must talk North American at times, the assets of private pension plans will outstrip those of banks and all other financial institutions. We have a responsibility as stewards, and as trustees, of those pension plans to manage them properly, including in the interests of our province."

- Paul Moist

"First and foremost I believe we must change our attitude. We need to change the mentality of the press and the public from "What is this successful person or company doing in Winnipeg?" to, "of course it should be done in Winnipeg. And of course that is where a successful person would choose to be."

- Chuck Loewen

"We need good and strong leadership, both from government and business...government cannot provide jobs, however, they can control the environment in which jobs can be created. Businesses cannot control the environment, but they do have a responsibility to provide jobs...Business leaders have an obligation to provide jobs that pay fair and equitable wages. Furthermore, we in business must understand our social responsibility to our staff, our community and to each other."

- David Friesen

"We have been trying to nudge around an idea about the need for a permanent labour adjustment centre in our province. To be accessible by unionized workers, non-unionized workers, by small business employers and large corporations that may be downsizing, there is a need for us to create some community capacity to take a set of workers from 20 years of a career in a Molson's environment—unionized, good paying—and get those workers into another environment. That is an idea worth pursuing."

- Paul Moist

"We should be developing the same kind of immigration support that other provinces have, like Quebec. This immigration support would allow us to sell Manitoba in other countries, and allow us to attract skilled labour and new capital, which brings the jobs, and also brings jobs to the people who are living here and encourages them to stay here."

- Gail Asper

Participant Evaluation

	Excellent	Very Good	Good	Fair	Too Fast	Just Right	Too Slow	No Comment
Overall Impression of Summit	12	44	3					
Organization of Summit	41	15	3					
Value of Summit to You	13	40	6					
Met my Expectations	14	37	7	1				
Pacing					16	40	2	1

59 responses

Participant Comments

There is a sincere desire from Manitobans of a diverse variety of backgrounds to develop a Manitoba that is prosperous and successful in the future.

There was general consensus that Manitoba is a great place to live. We should all be stressing this rather than the negatives. Everyone seemed thrilled with trying to meet the challenges ahead and to take advantage of the opportunities before us.

Demonstrated that ideas that originally appear diverse can be subsumed under a larger strategy and that there is a way of finding the common ground when it doesn't appear possible to do.

Willingness of diverse people to work together. Lots of areas of agreement.

Meeting people and that there was a positive and open spirit amongst the participants.

That people from very different backgrounds and philosophies can come together to address very important issues (by "leaving baggage at the door").

Reinforced the importance of cross functioning of ideas. Learned a new process planning process.

Government is sincere in entering consultative process.

Living and working in The Pas, I felt part of this provincial process.

The shared importance of the value of a good education and training program.

New opportunities to work across sectors.

Developed relationships with labour leaders which will help with future education projects.

Success of Aboriginal business and the opportunities to build on this experience.

The amount of consensus on our common goals. How we get there may be a more challenging question.

Excellent beginning - true test of success will depend on follow-up - report and government/labour/ business implementation.

Excellent experience (I hope) source of ideas/guidance for government.

Value of diverse opinions and to see the interaction between Ministry & participants.

Excellent summation/distillation of major themes by Harvey Sector.

Organization of complex data gathering. Timetable well followed. Speakers, facilitators, participants – well selected.

We need to debate/discuss each of these issues in much more detail. I hope that opportunity will be offered. Each of us could come back - representing the viewpoint of our various stakeholders, then consensus might be achieved and a "vision" of where Manitoba is to go would become apparent.

Format was too general for specific plans/strategies more suited to vision, mission statement.

I was very pleased to have the opportunity to be involved in this exercise. One suggestion I would like to make is rather than have each group take 3 questions. It would be more time wise to have each group look at possibly 2 questions. But all in all it was a very well run summit.

Prompt follow up and implementations of recommendations:

1. Re: Promote Manitoba Globally To invest in "Manitoba Industries"
2. Bring other Leading Edge Industries to Manitoba

Need to have follow up strategy - implementation, action, advisory committees.

Consensus and agreement accepted. Now who pays and who profits? A fair share for all I hope!!

1

Workforce Development

**What can we do to develop our present and future
labour force to realize our future economic success?**

What can we do to develop our present and future labour force to realize our future economic success?

Integration

Redesigning educational initiatives for improved access (61)

- Increasing skill development opportunities (12)
- Innovative responsive education (11)
- Improve access to education (11)
- Full continuum of education/training options (8)
- Increasing affordable access to education (8)
- Education and training the "keystone" in developing our future workforce (8)
- Enhancing youth educational training (5)
- Increasing and promoting post-secondary opportunities and teaching skills (4)

Investing in education and fostering life long learning (40)

- Develop world class training, education and management systems attuned to the new global economy (11)
- Empower citizens through access to life long learning opportunities (8)
- Develop an exciting learning environment (7)
- Foster life long learning (5)
- Investing in education (4)
- Increase targetted education funding (3)
- Leading through life long learning (2)

Forecasting Labour Market needs and developing inclusive strategies to meet those needs (38)

- Targetting under-employed to match the workforce opportunities (9)
- Develop an economic development model (8)
- Identify our basic industry sectors and develop growth strategies (6)
- Forecasting and decentralizing employment opportunities
- Supporting targeted immigration (3)
- Identify needs and trends (3)
- Develop worker retention strategies (3)
- Set challenging goals; measure progress (2)
- Increase high skilled jobs (2)
- Identifying barriers (2)
- Remove systemic barriers and develop work ethnic to expand participation rates in the economy (2)

Making education and training responsive to needs (33)

- Developing targetted skills (11)
- Building linkages between employment opportunities and education and training (9)
- Focusing education and training on local economic priorities (4)
- Respond to the education and training of target groups (4)
- Focus training for current and emergent high skill job opportunities (4)

() Indicates the number of times this idea was raised.

What can we do to develop our present and future labour force to realize our future economic success?

Integration

Creating partnerships to foster skills and economic development (32)

- Building and implementing programs that embody a culture of partnerships (12)
- Establishing partnerships (5)
- Co-operation among stakeholders (4)
- Develop partnerships to provide market responsive skills training (4)
- Creating win-win environment (3)

Building equality and equity, into all components of an education and training (30)

- Enhancing Aboriginal education and training (7)
- Creating to support employment, business and training opportunities for Aboriginal people (6)
- Increasing Aboriginal participation in education/training (4)
- Addressing fundamental Aboriginal issues (4)
- Building equality and equity (3)
- Integration of Aboriginals and immigrants into the workforce (3)
- Increase labour force (3)
- Expanding Manitoba's immigration policies for today's and tomorrow's economy (3)

Promoting Manitoba through a positive lifestyle and employment environment (29)

- Promoting Manitoba's strengths (5)
- Creating positive employment environment (4)
- Attracting people to Manitoba (3)
- Diversifying strategies and instilling pride (3)
- Manitoba First (4)
- Strengthening family culture and support (4)
- Aggressively increasing immigration (3)
- Attract and retain quality labour force (3)

Targeting capital investment for business development (10)

- Develop business environment (4)
- Increasing access to capital (3)
- Attracting and targeting investment (3)

Encouraging entrepreneurial attitudes in employment and training initiatives (4)

- Making it happen through creative leadership (4)

What can we do to develop our present and future labour force to realize our future economic success?

Blue Group

Building and Implementing Programs that Embody a Culture of Partnerships

- Establish partnerships with industry, labour, government and client groups
- Continued growth – private, corporate, government, labour partnerships
- Work/study – university/college/ private sector linkages
- Public/private programs to meet standards required by employers
- Business partnerships
- Cut red tape for apprenticeship programs
- Beefed up apprenticeship training
- Targeted tax rebate for growth areas
- School to work transition and mentorship
- Education and training to fill market needs with a cross phase
- Reduce payroll taxes for smaller employers (engines of growth)
- Private/First Nations Sector/Metis cooperation for aboriginal employment

Education and Training – the “Keystone” to Developing our Future Workforce

- Training and education
- Emphasis on education (framework and skills)
- Work to ensure all have adequate work skills
- Have education a top priority
- Clarify vision
- Identify skills and knowledge needed by future workforce
- Upgrading skills
- Career transition council for projects

Identify our Basic Industry Sectors and Develop Growth Strategies

- Expand, develop present industries, fishing, mining, industry
- Grow rural infrastructure of the new economy and present
- Identify resources – tourism, mining, forestry, etc.

- Take our focus and base and cross with new economy
- provide education for developing sectors
- Manitoba to sell itself as Canada's Centre re transportation

Targeting Underemployed to Match the Workforce Opportunities

- Utilize all workforce potential
- Target strategy for aboriginal workforce development
- General inclusion and youth involvement
- Increase population base by integration and stop out flow

Strengthening Family Culture and Support

- Strengthen family culture and support
- Improved day care assistance
- Strive to maintain a stable workforce
- Education and training and fill market needs with a cross phase

Diversifying Strategies and Instilling Pride

- More diversity in program delivery
- One size doesn't fit all – seasonal, northern strategies
- High tech training available

Create a Win-Win Environment

- Break down sectoral barriers
- Training partnerships
- Development of an entrepreneurial culture

Set Challenging Goals, Measure Progress

- Set challenge, goals; measure progress
- Continuity re-evaluate training programs

What can we do to develop our present and future labour force to realize our future economic success?

Gold Group

Develop world-class training, education, & management systems attuned to the new global economy

- Provide the technology *tools* for the technology economy
- Improve emphasis on hard sciences (at all ages & levels)
- Develop a world class institute to educate & train future information & technology people
- Increase base operating grants for post secondary education
- Develop a strong high school system with International standards
- Partnerships with Industry & Education
- Establish university-business linkages & collaboration
- Develop applied management training institute to train our existing managers within Manitoba
- Train management skills
- Establish International exchange programs
- Expand range of post secondary training

Develop an economic development model

- Define future sectors of economic strength
- Conduct needs analysis
- Create better methods to predict labour skills needed in the future
- Coordinated information strategy for students
- Train skills that generate new economic opportunities
- More responsive education system
- Support community economic development
- Develop high skilled, high wage opportunities

Creating conditions to support employment, business, & training opportunities for Aboriginal people

- Settle outstanding obligations to Aboriginal peoples to ensure certainty of land & resource tenure
- Support Aboriginal governance & responsibility
- Identify & develop innovative education systems for Aboriginal communities (locally)

- Develop programs that train & employ Aboriginal peoples *faster*
- Develop & attract businesses to utilize rural Aboriginal workers
- Target low income & Aboriginal communities

Foster lifelong learning

- Expand holistic adult training
- Develop lifelong learning without economic loss
- More & better training for existing workforce
- Intensify literacy training
- Develop skilled, trained workforce by centralized retraining programs

Focusing education & training on local economic priorities

- Match training to priorities
- Expanded apprenticeship
 - Accessible
 - Targeted
 - Affordable
- Train locally (i.e. in regions of the province)
- Train locally

Expanding Manitoba's immigration policies for today's & tomorrow's economy

- Pro-active immigration planning
- Develop immigration strategy for skilled workers
- Attract skilled, trained, suitable for Manitoba industries, immigrants from all over the world & from within Aboriginal communities

Remove systemic barriers & develop work ethic to expand participation rates in the economy

- Develop a more incentive-driven social support system
- Train work ethic

What can we do to develop our present and future labour force to realize our future economic success?

Green Group

Developing Targeted Skills

- Encourage apprenticeship programs
- Create internships (Univ. & Col.)
- Examine and confirm our skills base
- Increase grads of post secondary institutions where jobs exist
- Identify/create successful Gr. 12/pre-employment programs
- "Matching" of potential employees with employers through work exp/practicums
- Encourage employers to look within their workforce for skills enhancement
- Discourage government assistance where skills are not upgraded
- Make education system more relevant to the emerging technology industry
- Bring Manitoba to technology standards which are globally consistent
- Target resources to technology, health care, math & sciences

Establishing Partnerships

- Support employers and education in partnership to ensure training results in jobs
- Encourage cooperation of stakeholders
- Establish a partnership between stakeholders, private, sector, gov't. and learning institutions
- Develop partnerships; gov't, business and education
- Assist small business to participate in program to acquire qualified graduates

Addressing Fundamental Aboriginal Issues

- Create a vision of a vibrant aboriginal society that all can "buy into"
- Identify and support aboriginal training institutions based upon outcomes that are successful
- Develop short term, long term, labour strategies (aboriginal/imm.)
- Focus on opportunities over the long haul

Investing in Education

- Invest in education as a priority
- Provide assistance to C.C.'s and Univ. for new initiatives
- Recruit and retain the best teachers and professors
- Let gov't. focus on education (not training)

Attracting & Targeting Investment

- Attract investment
- Invest in the aboriginal private sector
- Provide financial incentives to business and unemployed to create employment

Attracting People to Manitoba

- Strategy to promote MB. Showing why we live and work here
- Encourage immigration
- Input from province on immigration strategies

Identifying Barriers

- Identify groups of unemployed and barriers to employment
- Invest in public health and early childhood

What can we do to develop our present and future labour force to realize our future economic success?

Pink Group

Building Linkages Bwtn Employment Opps & Educ Training

- Training & apprenticeship programs (key for growth)
- Commit to apprenticeship/ training
- More co-op programs
- Expand apprenticeship in I.T. & Cultural Industries
- Upgrade skills of existing labour force
- Connect business/ education
- Universities become more market driven (flexibility & adaptability)
- Develop mechanisms for increased coop bwtn Univ, College & Gov't
- Create one-at-a-time training initiatives (indiv focus)

Promoting Manitoba's Strengths

- Tell our positive story
- Make all students aware of potential (MB & own)
- Promote best practices (success story)
- Don't penalize people for making an effort
- Build on strengths of our diverse language bases (going Global – in schools, in our sense of identity)

Increasing Aboriginal participation in Education & Training

- Remove systemic barriers for Aboriginal people
- Devl. An Aboriginal I.T. Training & Empl Strategy
- Utilize all MB first (Aboriginals in Prov of MB)
- Stop ignoring the Aboriginal/ remote pop's (find creative solutions to attract both business & the pop to job sites.)

Increasing & Promoting Post-Secondary Opportunities & Teaching Skills

- Increase community college seats
- Promote post- secondary opportunities
- Train and pay teachers
- Gov't (funded businesses) must promote/ foster entrepreneurial attitude & create approaches that lead to self sufficiency

Make it Happen Through Creative Leadership

- Create training programs to develop "soft" employability skills
- Entrep attitude must be fostered throughout Educ system
- More focus on creativity
- Develop continuing

Building Equality & Equity

- Use technology to promote more equal access
- Make education more accessible & affordable
- More access for northern communities to post-secondary education

Supporting Targeted Immigration

- Support PR efforts to attract immigrants to MB
- Support immigration with specific criteria
- Advocate changes to Fed. Immigration Policy to include regional needs

Forecasting & Decentralizing Employment Opportunities

- Envision both current & future H.R. needs
- Improve labour market forecast
- Encourage decentralizing of larger industries throughout MB

Encouraging Earlier Technical/ Science Education

- K-12 computer courses
- Stress science & tech in k-12

Leading Through Life-long Learning

- Celebrate & create a lifelong learning culture
- Promote education benefits

What can we do to develop our present and future labour force to realize our future economic success?

Red Group

Improve Access to Education

- Improve access to education (raise expectations)
- Enable students to access education (scholarships)
- Improve access for those employees to lifelong learning
- More accessible education, flexible, affordable, distance education
- Better access to training for rural and full participation in education
- Improve workplace literacy
- On the job training
- Aboriginal education and training, apprenticeship.
- Increase education opportunities
- Education in Winnipeg must concentrate on aboriginal job skill development and transition to urban living
- Increase in the apprenticeship program

Creative innovative and responsive education

- Education orientation should be clearly connected to future workplace needs
- Education must be responsive to industry needs
- Review our high schools with student to make more relevant
- Evaluate the way we educate and train skilled workers i.e. elitism
- Develop educational systems to supply by, links between secondary and post secondary, affordability, use of technology
- Improve current apprenticeship training system (Current mode 25 year old)
- Relevant "Private Trade Schools Act" for innovation
- Innovation industry/ business and education partnerships
- Initiative innovative learning practices. Internships apprenticeship, blended

Develop an exciting learning environment

- Develop training mindset with companies
- Promote a learning culture through encouraging people to invest in lifelong education
- More chess clubs
- Build an exciting environment for young adults

- Need to target at risk kids to complete high school and higher education
- Define Success achievable goals
- Government should create atmosphere for – high standards, - infrastructure level – centres of excellence

Manitoba First

- Train and employ our own before increasing immigration
- To win must be insular first
- Invest in aboriginal private sector
- Stay in Province, tax credit for tuition costs

Cooperation between key stakeholders

- Create sectional counsels (business, individual, education)
- Business government work together review needs
- Stakeholders input to coordinate relevant training needs to existing employment opportunities
- Cooperation and team wins

Attract and retrain quality labour force

- Easier immigration for needed employment
- Attract best and brightest (immigration and innovation)
- Assist people into the work force with commitment to stay in Manitoba

Increased targeted education funding

- Reinvest in education/ training infrastructure
- Increase funding to technical colleges
- Provide best educators (takes \$)

Increased high skilled jobs

- Attract high paid skilled jobs and attract more people
- Provide well paying job opportunities

What can we do to develop our present and future labour force to realize our future economic success?

White Group

Increasing Skill Development Opportunities

- Develop new apprenticeship programs – Trades and Technology
- Increase on the job training apprentice
Best Practice: On-line Business System
- Development of education/business partnerships
- increase training in IT and skills shortage areas
- Provide for realistic lifelong learning
- Encourage women in skill shortage areas
- Conduct a skills gap analysis
- Invest in key areas of post secondary education (I.T., Eng., Agric and food and health)
- Increase Computer Science U of M
 - Alternative learn
 - Co-op
 - part time
- Increase in Community college spots
- Increase infrastructure investment in our educational institutions
- Increase co-op education and increase public image of opportunities in trades and apprenticeship

Increasing Affordable access to education

- Increase in funding/decrease in costs for Post Secondary training
- Develop a tuition policy for Post Secondary Education and Bursaries
- Encourage/ increase access to education
- Invest in Primary Secondary Education in all areas of province
- Return to access programs for Aboriginal students
- Create centres of education and entrepreneurial excellence
- Make Post Secondary Education affordable/ accessible
- Have equal education level access province

Enhancing Aboriginal Education/ Training

- Invest provincial funding into First Nation –do not leave it up to Feds
- Increase opportunities for Aboriginal Educ and Training
- Develop relevant curriculum for Aboriginal Community
- Aggressive Aboriginal training/ skills policy
- Expand education options for Aboriginal people
- Research and identify alternative paths –for Aboriginal Adult Education
- Support Aboriginal Community Institutions

Creating Positive Employment Environment

- Pay competitive wages in public sector (Health, Educ)
- Incentives to keep graduates
- within province for first 5 years
- Fair wages to retain trained workers
- Achieve personal and corporate tax competitiveness

Enhancing Youth Education Training

- School to work transition
- School leaving education objective Grade 12
- Increase training (Voc.) for youth
- Funding and availability for Industry Training
- Senior work force act as mentors

Increasing Access To Capital

- Promote joint venture with Aboriginal First Nation Entrepreneurs
- Develop more access to capital
- Invest Aboriginal Private Sector – future employers

Aggressively Increasing Immigration

- Increase Immigration aggressively
- Increase immigration
- Promote immigration to help increase population

What can we do to develop our present and future labour force to realize our future economic success?

Yellow Group

Empower citizens to life-long learning opportunities

- Educate workplace integration model
- Re-enforce skills training and re-training and education
- Ensure school to work transitions
- Focus on practical opportunities, esp. for entry and re-entry
- Experiment with continuous progress/ assessment in HS, College, University
- Emphasize productivity and reliability
- Culture of continuing education
- Offer education and skills training and re-training

Full continuum of education / training options

- Ensure immediate inventory of education / trainers
- Attain efficient and responsive delivery system
- Education quality improvement basic and specific to all
- Increase funding for higher education, esp community colleges
- Encourage / recognize labour force mobility
- Maintain multiple pedagogies of public education
- Increase education skills training
- Investment increase in education and training

Responding to the education / training of target groups

- Develop curriculum appropriate to special groups
- Create more culturally specific training programs
- Provide necessary supports for special groups: aboriginal, women, immigration
- Realize our diversity and use same
- Revise apprenticeship process to meet growing needs of independent business

Develop partnerships to provide market responsive skills training

- Strategic partnerships, business, labour, government, educational institutions
- Form partnerships for industry and labour
- Build cooperative program for business, industry and education
- Make educational system and product responsive to market needs /opportunities-

Focus training for current and emerging high skills job opportunities

- Create high-tech jobs
- Invest in high-tech training
- E-Commerce access education
- Tech education vs. liberal "Not 'O' Sum Game"

Identify needs and trends

- Demographic analysis of looming shortages: by jobs, inst., region
- Encourage concentraion of selected
- Sectoral regional needs

Develop business environment

Develop worker retention strategies

- Lower business and sales taxes to encourage business to remain
- Create attractive business environment for companies to remain
- Improve competitiveness of taxation policies to attract / retain jobs and workers

Increase labour force participation/ Integration of Aboriginals & Immigrants in the workplace

- Increase immigration (inter-prov, off shore, continental)
- Identify source/ integration in workplace: aboriginal / immigrant
- Develop aboriginal labour market

2

Expanding Investment

**What can we do to expand investment to
realize our future economic success?**

What can we do to expand investment to realize our future economic success?

Integration

Fostering supportive business and investment environment (81)

- Encouraging an entrepreneurial environment (11)
- Promote positive business climate (9)
- TAXES: Competitive, Simple, Stable (8)
- INCENTIVES: Focussed, Sectoral (8)
- Expand incentives for investment (6)
- Creating an environment to attract investment (6)
- Streamline and clarify regulations (5)
- Creating tax incentives for investment (4)
- Creating incentives (4)
- Government to create appropriate overall climate and regulatory environment (4)
- Stimulating a competitive tax environment (4)
- Developing a market economy education stream for our youth (3)
- Fostering capital venture best practices and education (3)
- Developing business through a competitive environment (2)
- Ensure competitive tax structure (2)
- Create a stable investment climate (2)
- Dealing with emerging strategies re: casinos (1)

Using Manitoba capital pools for Manitoba (56)

- Using Manitoba money to grow Manitoba (8)
- Ensuring capital access (8)
- Expanding access to persons and other funds (7)
- Identify and increase use of existing and potential capital (7)
- Enhancing and creating investment pools (7)
- Increasing pension funds investment in Manitoba (6)
- Expanding role of venture capital funds (5)
- Expanding venture capital (3)
- Refine Manitoba's pension fund investment strategy (2)

Promoting investment in Manitoba (37)

- Attracting investment to Manitoba's building within (9)
- Marketting our advantages (6)
- Promoting Manitoba as THE place to invest (5)
- Promoting Manitoba (4)
- Recognizing comparative community advantages (4)
- Creating ambassadors (2)
- Looking outward (1)

Supporting business startups (30)

- Encourage and mentor new business development (8)
- Providing supports for startup businesses (5)
- Partnering for innovation in technology (4)
- Targetting sectors/ building on strengths (4)
- Supporting innovation of start up companies (3)
- Developing incubators for startups (2)
- Adopting new models of co-op investment (2)
- Encouraging made in Manitoba strategic alliances (2)

Encouraging targeted economic strategies (25)

- Developing targetted economic strategies (8)
- Promoting R & D investment (6)
- Target tools to strategic sectors/regions [e.g. Aboriginal / small businss] (4)
- Create incentives for investments in Manitoba's old and new economies (4)
- Encourage venture capital towards growth sectors (3)

() indicates the number of times this idea was raised.

What can we do to expand investment to realize our future economic success?

Integration

Supporting Aboriginal business development (15)

- Increasing investment in Aboriginal business (4)
- Removing barriers (3)
- Recognizing and taking action on land claims and Aboriginal self-government (2)
- Support Aboriginal people in their economic development (2)
- Accessing capital for Aboriginal business (2)
- Removing political barriers for Aboriginal business entrepreneurs and stakeholders (1)
- Common sense will lead to economic success (1)

Using Manitoba human capital (15)

- Developing Manitoba capital (9)
- Capitalizing on internal resources (4)
- Investing in people's holistic needs and re-invest savings in economic development (2)

Modernizing infrastructure (7)

- Developing infrastructure (3)
- Accessing and maintaining effective infrastructures (2)
- Digitizing our economy (2)

What can we do to expand investment to realize our future economic success?

Blue Group

Attracting Investment to Manitoba and Building Within

- More regulation on natural resources
- Selling Manitoba as a place to invest
- Promotion by government as a good place to do business
- Marketing of tourism
- Market Winport
- Create win-win climate for entrepreneurial investment
- Reduce political risk in venture capital
- Be realistic about what will work in Manitoba
- mid-continent Corridor – Great Plains Region, Economic Strategy

Developing Business Through a Competitive Environment

- Competitive taxes
- Family business transition (taxes)
- Tax system competitive with other provinces
- Restructuring the taxation system
- Allowing for existing Manitoba businesses the incentive to grow
- Incentives for industries to invest
- Encourage investment in small business
- Corporate concessions to attract business
- Reward investment in Manitoba

Ensuring Capital Access

- Access to seed capital for combined partnership for non aboriginal and aboriginal
- Capital access for aboriginal people
- Incubator programs
- Attractive venture capital programs
- Stabilize investment returns
- Use micro-economic development tools in target areas
- Strategies for identifying *early stage* opportunities for capital investments
- Better strategies for risk investment in intellectual property

Capitalizing on Internal Resources

- Improve culture of home-grown investment including use of pension funds
- Keep pension \$ in Manitoba
- Encourage employee share ownership plans and profit sharing
- Develop alternative financing vehicles

Targeting Sectors/Building on Strengths

- Targeting sectors that offer high growth potential with policies and incentives
- Cluster strategy (building on our strengths of current assets)
- Government long term plan to position our province competitively to attract key industries/sectors
- Establish long term investment, provincial/federal – 10 years – 15 years

Developing Infrastructure

- Quality infrastructure to build a sustainable economy (North and South)
- All areas of province accessible (transportation)
- Urban residential and commercial renewal

Recognizing and Taking Action on Land Claims and Aboriginal Self-Government

- Supporting aboriginal land claims due –responsibility is Federal
- Partnerships with aboriginal governments long term

Investing in Peoples Wholistic Needs and Reinvest Savings in Economic Development

- Investing in Manitoba human resource sector
- Investing on preventive, programs, health, judicial, social – then re-investment to economic

Dealing with Emerging Strategies re Casinos

- Deal with open policy re casinos and our culture and environmental effects

What can we do to expand investment to realize our future economic success?

Gold Group

Enhancing & creating investment pools

- Enhance & expand labour-sponsored growth funds like Crocus Funds
- Enable local entrepreneurs to access micro local community-based tax incentive venture capital pools
- Initiate planning with the Aboriginal & financial community to create an Aboriginal investment fund
- Create small business development fund with investment strategies
- Facilitate the pooling of Research & Development funds by sector for global competitiveness
- Create "seed capital" pools & networks
- Create strategies for personal investment for low income people

Promoting Manitoba as the place to invest

- "Team sell" Manitoba externally
- Develop a better PR program to sell the province globally
- Develop strategies to attract high profit business to Manitoba
- Develop public education or the community benefits of investing in *Manitoba*
- Attract global investment in Manitoba by creating an entrepreneurial support & availability to Research & Development, land, HydroPower & skilled labor

Refine Manitoba's pension fund investment strategies

- Develop incentives & requirements to direct pension funds to *Manitoba* capital
- Manage pension funds as local economic investment pools
- Encourage pension funds to create local venture capital pools & reserve-based home ownership
- Continue to support & encourage Manitoba's mixed economy
- Create mechanisms to assure employee/union involvement in managing pension fund investments

Create incentives for investments in Manitoba's old & new economies

- Tax incentives for investors who place money into technology-based businesses
- Develop tax credit programs for the "new economy"
- Develop e-economy incubators
- Review & develop policies to create a friendly investment climate

Develop a market economy education stream for our youth

- Develop mentoring programs & capital available to youth business
- Support the development of community foundations
- Teach business case development starting at high schools

Creating a stable investment climate

- Maintain a stable labour relations climate
- Maintain a stable public sector infrastructure

Looking Outward

- Export-oriented business development strategies

Removing political barriers for Aboriginal business entrepreneurs & stakeholders

- Allow the Aboriginal private sector to organize & take the lead in expanding investment in Aboriginal business opportunities

What can we do to expand investment to realize our future economic success?

Green Group

Encouraging Entrepreneurial Environment

- Create an entrepreneurial environment
- Take risks
- Create environment of investment certainty
- Support entrepreneurship opportunities for high skill students
- Identify opportunities
- Privatize more public sector functions in government
- Create a prosperity mindset in Manitobans
- Support trade missions
- Develop strategies to implement supply of skilled employees
- Reduce cost of Venture Capital
- Provide safeguards for lenders

Expanding Access to Pension and Other Funds

- Increase percentage of pension funds invested in Manitoba companies
- Access Manitoba pensions
- Promote Manitoba public pension investment in Manitoba
- Pension plan matching
- Encourage participation in Manitoba Venture Capital Groups
- Expand investment funds such as Crocus, etc. that support employee shares/buyouts
- Encourage through incentives investing by individuals in Manitoba companies

Creating an Environment to Attract Investors

- Create a competitive environment to attract investors to Manitoba
- Invest in infrastructure
- Provide a base eg. I.T.T. to provide expertise to employers
- Further develop partnerships between research and development and investors
- Invest in technology
- Research and identify the aboriginal business economy – promote sector lead

Creating Incentives

- Investment incentives for targeted industries
- Develop competitive tax structures and targeted strategies
- Promote venture capital and target investment strategies high tech, health, education infrastructure
- Create high tech clusters and incubator infrastructure eg. Old Montreal/Saskatoon

Creating Ambassadors

- Educate Bay Street
- Encourage investment counsellors to "champion" home grown funds

Removing Barriers

- Remove barriers to v.c. access eg. aboriginals, bank, women, immigrants
- Adopt a progressive Aboriginal Economic Development strategy
- Resolve legacy issues with aboriginal communities

What can we do to expand investment to realize our future economic success?

Pink Group

Developing Manitoba Capital

- Investing pension funds from Manitobans in MB
- More investment by MB based pension plans locally
- Develop options to better retain pension funds in MB
- Mobilize pension funds to participate in Venture Capital financing
- Focus on Manitobian based solutions
- Continue to promote labour sponsored funds
- Lift ceiling on labour pool investments
- Develop strategies to use the inter-governmental wealth transfer in MB (loss of \$ to Alberta)
- % of bank profits be applied to venture loans

Digitizing our Economy Stimulating a Competitive Tax Environment

- Gov't procurement of I.T., Ecommerce to be from MB & to be accelerated
- provide infrastructure for I.T., Ecommerce and small business -Competitive tax climate vis a vis other choices/ jurisdictions
- Lower cost of operation in MB
- Tax environment must be competitive
- Productivity/ technology based tax credit

Promoting Manitoba

- Promote MB advantage (lifestyle, workforce, environment)
- Promote MB assets (Labour, Social, Recreation)
- Attract more business immigrants
- Work with CNDX to expand our opportunities (keep stock exchange here)

Recognizing Comparative Community Advantages

- Enhance local community development corporations
- Adapt a more progressive policy that promotes business in the entire province of MB
- More research/ analysis is needed in what/how our Aboriginal pop has to offer to the market
- Develop awareness of opportunities for Aboriginal people

Expanding Venture Capital

- Increase availability of venture capital investment in small, technology based start-ups
- Greater venture capital for the I.T. Sector
- Set up venture capital brokering agency (micro, macro)

Supporting Innovation of Start-up Companies

- Cost share feasibility studies for small business start-ups
- Start promoting small & med size business (eg. Buying/ supplying from MB businesses)
- Increase seed capital initiatives across the province

Fostering Capital Venture Best Practices & Education

- Public – private partnerships
- Venture capital education/ resource centre
- Fostering best practice venture capital models

Accessing Capital for Aboriginal Business

- Facilitate the establishment of an Aboriginal Venture Capital company
- Set up Aboriginal venture Cap Fund from Govt and Aboriginal community

Adopting New Models of Co-op Investment

- Adopt innovative co-op models of investment (U.S. NGC's – New Generation Coop)
- Development of Co-ops

Encouraging Made in Manitoba Strategic Alliances

- Promote strategic alliances to improve competitiveness
- Cross promotional projects

Developing Incubators for Start-ups

- Incubator concept (providing street front centre for small business)
- Promote incubator strategies to assist start up companies

What can we do to expand investment to realize our future economic success?

Red Group

Promote Positive Business Climate

- Promote Manitoba as a good place to do business: - tax initiatives – Labour Management relations
- Promote Manitoba as a positive place to invest
- Government business, Labour, etc. Tender in Manitoba
- Promote Manitoba business
- Manage government debt and credits
- Establish world class government/ business corporate development team to market Manitoba nationally and internationally
- Provide a highly skilled and secure workforce
- Provide a labour business friendly atmosphere
- More positive business culture

Using Manitoba money to grow Manitoba

- Encourage use of existing pools of capital. E.g. pension fund
- Keep pension funds in Manitoba
- Facilitate process for Pension Funds to be invested in Manitoba Business
- Facilitate joint efforts (due diligence) with pension plus for venture capital
- Repatriation of capital
- Promote opportunities for Manitoba taxpayers to invest in Manitoba
- Create Manitoba stock exchange to facilitate IPO's
- Remove/ increase caps on Labour sponsored venture capital funds

Encourage and mentor new business development

- Encourage peer credit (calmeadow style) for start-up entrepreneurs
- Promote micro enterprise capital funds
- Expand community works loans program for community focused lending
- Employee ownership social rate of returns
- Have lenders include consulting when fund start-ups
- Link availability of venture capital and management service
- Provide incentives for real investment (new) in the north for northerners
- Offer incentives to invest which would enhance return portion of risk return correlation

Streamline and clarify regulations

- Ease capital markets regulation
- Remove obvious impediments such as uncompetitive tax regimes
- Cautious Labour Market regulation policies
- Streamline government requirements for entry businesses
- Coordinate community, provincial federal approval systems for new business ventures

Encourage venture capital towards growth sectors

- Encourage venture capital towards new industries (tech)
- Focus venture capital on niche growth areas
- Research and better understand the various sectors

Partnering for technology knowledge

- Encourage investment research and development to get value added to our products
- Technology transfer between education/ business partnerships with Manitoba Hydro
- Develop fields of excellence and expertise (that take on a life of their own)

Ensure competitive tax structure

- Lower taxes to spur local purchases
- Make sure tax structure in Manitoba is competitive with outside choices

Support aboriginal people in their economic development

- Adopt a more progressive policy on aboriginal economic development
- Build upon the emerging aboriginal business know how in development of venture capital

Common sense will lead to economic success

- $2 + 2 = 4$

What can we do to expand investment to realize our future economic success?

White Group

Developing Targeted Economic Strategies

- Government determined strategic industries and focus on their development i.e. IT, Biotech, Hydro etc
- Encourage sectoral investment i.e. AG/CDC's/IT
- Create agricultural related Venture Capital Fund
- Economic development strategy for Capital Region
- -Public/Private investment opportunity
- Adopt progressive Aboriginal Economic Development Policies
- Research the Aboriginal economy
- Develop local solutions for export
- Make environment attractive for plant up grades and new plant

Increasing Pension Funds Investment In Manitoba

- Develop joint strategies to have MB Pensions invested in MB
- Encourage Labour joint trusteeship of Pension Funds
- Increase access to Pension Funds (Crowns, Labour)
- Encourage Manitoba Capital Pools (Crown, Schools, Pension) to invest in Manitoba
- Promote advantages of MB investing
- -cheap Hydro
- Pension Funds focused on MB opportunities

Promoting R & D Investment

- Create more R & D funds and opportunities
- Incentives for R & D in Manitoba
- Provide funds for research with commercial potential
- Infrastructure enhancements
 - roads (north etc.)
 - technologies
- Encourage research in all areas
- More R & D to attract investment

Expanding Role Of Venture Capital Funds

- Greater promotion for Investment in Manitoba Industries
- Increase size and awareness of Venture Capital Pool
- Increase awareness of MB investment opportunities for both Investors and Entrepreneurs
- Promote growth of Venture Capital Funds
- Increase \$/number of Government sponsored Venture Capital Funds

Providing Supports For Start Up Businesses

- Create specialized fund for Start-Ups
- Interest free loans as Start Up Seed Capital
- Increase support for clusters and incubation and commercialization
- Remove traditional practices from investment process
- Provide Management training in capitalization and commercialization

Creating Tax Incentives For Investment

- Improve the tax benefit to investor
- Structure tax advantages to make MB investments attractive
- Stock option/IPO tax incentives
- Creating tax breaks for new and expanding business

Increasing Investment In Aboriginal Business

- Actively support purchases of Aboriginal products and services
- Support existing Aboriginal businesses
- Support Aboriginal Private Sector organizations i.e. ABLE
- Build upon/utilize emerging Aboriginal business know how

What can we do to expand investment to realize our future economic success?

Yellow Group

**Taxes: simple, stable, competitive;
Incentives: focused, sectoral**

- Lower or eliminate taxes on business, employment, capital
- Simplify and improve tax commitments at all levels
- Eliminate payroll tax to encourage further hiring
- Review tax and incentive policies by sector
- Review tax and incentive policies by sector
- Tax incentives for capital / R&D expenditure
- Develop sector-focused investment incentives
- Incentives for companies looking to set up head offices in Mb.

Identify & Increase Use of Existing and Potential Capital Pools

- Portion of pension funds to be invested in Manitoba
- Encourage local investment by public pension funds and Crown corporatn's
- Provincial Venture Bond
- Create seed capital pool
- Identify existing and potential pools of capital
- Convince stake-holders in existing capital pools to dev. Mb. Investments
- Enhanced labour investment venture capital funds

Marketing Our Advantages

- Promote growth sectors: research/ investment; marketing
- Encourage university support for commercialization of research
- Publicize local business success and investment opportunity
- Encourage partnerships between research- based universities and industry
- Encourage high-tech developmt.:business / jobs
- Increase funding to economic developmt. Agencies

Expand Incentives for Investment

- Increase METC capacity
- Tax advantages for investment in Mb. Companies – large or small
- Incent employee investment (ownership)
- Increase approp. Immigrant investment
- Increase worker coops as investment pools

Target Tools to Strategic sectors/regions, e.g. Aboriginal/ Small Business

- Increase access to capital for aboriginal business
- Open up more industry in Northern Manitoba
- Create capital pools for sectors and regions
- Improve capital access to small business

Government to create approp. Climate and Regulatory Environment

- Gov't to create climate to facilitate capital investment
- Winnipeg Stock Exch/ Cdnx merger completion
- Reasonable, stable, regulatory environment

Accessing & Maintaining Effective Infra-Structures

- Access to Infra-structure
- Maintain effective infra-structure, esp. communication / transportation

Encourage a Skilled, Flexible Work-force

3

New Economy

What can we do to unleash the potential for leading edge industries to realize Manitoba's future economic success?

What can we do to unleash the potential for leading edge industries to realize Manitoba's future economic success?

Integration

Creating competitive advantages (47)

- Adding value to existing strengths (6)
- Targeting key growth industries (6)
- Enhance investment and support for business (6)
- Ensure strong inclusive commercial and cultural infrastructure for marketing Manitoba for quality of life (5)
- Competitive tax and incentives to promote investment by L.E.I.s (5)
- Encouraging made in Manitoba solutions (5)
- Dedicate resources for the new economy (4)
- Creating a competitive environment (4)
- Celebrating our vibrancy (3)
- Exploiting demographic trends (2)
- Decide whether or not to target L.E.I. (1)

Developing an educational strategy to provide a skilled workforce (42)

- Providing skilled workers for new economy (10)
- Education and skills of workers through community colleges, universities, in-house training and re-training (6)
- Directing education to target sector needs (5)
- Ensuring leading edge skills (5)
- Developing an education strategy (4)
- Encouraging continual learning (4)
- Promoting and developing arts and culture (4)
- Promoting long term thinking and planning (3)
- Use L.E.I. tech to include more people in the workplace (1)

Expanding R & D for innovation in business, industry and education (38)

- Ensuring and attracting appropriate human resources (9)
- Promoting and expanding centres of excellence (7)
- Expanding R&D (6)
- Create and promote an intellectual environment (5)
- Invest in research and development (3)
- Developing an innovation and technology strategy (3)
- Utilizing technology for business training and development (3)
- Creating spin-off companies from university and institutional R & D (3)
- Increasing knowledge base of cross sector industries (2)
- Supporting industry capacity (-)

Creating and maintaining technological infrastructure (31)

- Developing technological infrastructure (8)
- Developing internet and high tech access (8)
- Expand and maintain high speed connectivity (5)
- Expanding technology and infrastructure accessibility (4)
- Develop and maintain hard infrastructure throughout the Province (4)
- Creating a wired province (2)

Supporting the development of innovative applications of technology (16)

- Creating E-commerce opportunities for ALL Manitoba (9)
- Establish technology application and demonstration sites throughout Manitoba (4)
- Promoting I.T. clusters and initiative (3)

() indicates the number of times this idea was raised.

What can we do to unleash the potential for leading edge industries to realize Manitoba's future economic success?

Integration

Maximizing partnerships for competitiveness and innovations (13)

- Maximize regional resources for global competitiveness (7)
- Creating a co-operative working environment resulting in innovation (4)
- Developing partnerships (2)

Overcoming barriers (11)

- Develop infrastructure (8)
- Immigration where local labour not sufficient (2)
- Develop transportation infrastructure (1)

Invest and promote Manitoba's natural and tourism resources (6)

- Promoting Manitoba's tourism and town habitat (4)
- Recognize tourism as a leading edge industry (1)
- Investing in natural resources (1)

What can we do to unleash the potential for leading edge industries to realize Manitoba's future economic success?

Blue Group

Ensuring and Attracting Appropriate Human Resources

- H.R. Development – initial – ongoing
- Develop a highly skilled labour force
- Human resource management/skills development
- Development of youth in a broad context
- Develop strategies to utilize the full potential of our human resources
- Emphasis toward education in areas of private, public and home schooling
- Leading edge industries partnering with education
- Increase population
- Promotion of clean, healthy safe environment

Supporting Industry Capacity

- Bottom-up industry-led strategy
- Support small business expansions
- Facilitate access to capital for start up expansion
- Investment seed \$
- Ensure Manitoba share purchase seed program gets implemented
- Tri-level government support to sectors
- Trade support and promotion
- International marketing and partnering
- Creating an environment for consulting in institutional asset management/pension plan governance

Developing Infrastructure

- Facilitation of infrastructure
- Invest in telecommunications – long term
- Create a transportation network in concert with geography
- Develop freight subsidy program for new products to reach external markets
- Infrastructure
- Infrastructure capacity
- Develop infrastructure for value added new product development
- Promote and use of I.T. by government

Invest in Research and Development

- Strategy to support innovations
- Research and development support
- Invest in capacity to do R & D

Developing an Innovation and Technology Strategy

- Cluster sector strategy
- Foster innovation centres of excellence
- Attraction of technology users

Promoting Long Term Thinking/Planning

- Futuristic planning/thinking
- Prioritize leading edge industries
- Long term partnerships with aboriginal governments

Investing in Natural Resources

- Establish investment towards our national resources -long term

What can we do to unleash the potential for leading edge industries to realize Manitoba's future economic success?

Gold Group

Working together to prosper & develop

- Encourage local non-competitive consortiums to gain critical mass
- Think "Manitoba Inc."
- Facilitate a collaborative community of interest for the "new economy"
- Prioritize the high knowledge/wage sectors & facilitate expansion
- Target & aggressively pursue "quality" industries
- Do not support or attract undesirable industries
- Work with existing residents of the province who are committed to living & building here
- Lever Manitoba Hydro as a catalyst for 2 new leading edge opportunities:
 - Electro-technology businesses
 - Energy efficiency e-business
- Focus on areas of strength: Agriculture & Natural Resources
- Develop plan to attract business here
- Ongoing review of options together with labour, business, & government
- Government must decide & clearly communicate what industries they think are important

Enhance investment & support for business

- Support new investment schemes including providing seed capital for such industries
- Eliminate barriers for non-traditional entrepreneurs
- Develop strong domestic & international marketing strategies for leading edge industries in Manitoba
- Develop regional business forums & economic centres for business owners & entrepreneurs
- Break down trade boundaries provincially & internationally to promote leading edge industries
- Government must backstop losses for funds, as a condition that they foster & incubate new hi-tech business

Ensuring leading edge skills

- Train leading edge skills throughout the province
- Develop highly skilled workforce
- Nurture & develop the next-generation (18-24) age group
- Lifelong learning resources for next generation workers
- Develop Human Resources to work with the leading edge industries

Creating a cooperative working environment resulting in innovation!

- Ensure we have a stable labour relations environment
- Lower tax rates to be closer to that of other jurisdictions
- Create an economic climate that encourages investment & innovation
- Declare "leading edge workplaces" as a leading edge industry

Celebrating our vibrancy

- Declaring Winnipeg as the home of Aboriginal innovation
- Promote Manitoba as best geographically located place in Canada & USA to attract leading edge industries
- Support art culture performance entertainment

Creating a wired province (by John e-cash)

- Create an e-based infrastructure that links all of Manitoba to the world
- Develop the Manitoba Internet access structure

Develop transportation infrastructure

- Develop & maintain infrastructure to support leading edge industries throughout Manitoba including developing export ports (like Churchill)

What can we do to unleash the potential for leading edge industries to realize Manitoba's future economic success?

Green Group

Developing Internet and High Tech Access

- Building the technology to bring the internet to the communities (eg. Rural MB.etc.)
- Access to internet for all Manitobans
- Wire the province "Smart Province"
- Stimulate use of the internet
- Fiber optic in three streams for an on ramp e-business in the communities
- Encourage incorporation of high tech into Manitoba businesses
- Create e-commerce biz development program for rural and north
- Promotion of advanced technologies in existing industries

Developing an Education Strategy

- Provide 'early school years' introduction to leading edge job opportunities
- Focus skills development on target sectors
- Focus educational initiatives to create accessibility in target areas (high tech, health)
- Pay university professors based on their private sector alternative
- Educational and training strategy to address K-B economy
- Distance education

Expanding Research and Development

- Research and development need to be promoted
- Research and development incentives in knowledge-based industries
- More research and development
- Encourage research and development
- Focus on application of high tech on Northern living
- Recognizing and valuing intellectual capital

Encouraging Continual Learning

- Youth involvement/ opportunities
- Put industry leaders in a room without an agenda
- Continual learning forums/ workshops for aboriginal owners and operators
- Encourage entrepreneurs

Creating A Competitive Environment

- Direct percentage of pension funds to target sectors in the Manitoba economy
- Investment strategies for targeted industries
- Capital
- Create a competitive tax environment

Encouraging "Made in Manitoba" Solutions

- "Ideas" from outside province
- Made in Manitoba ideas/solutions
- Use local suppliers as opposed to out-of-province suppliers

Promoting I.T. Clusters and Initiatives

- Private sector driven originally that focuses on it's strategies
- Encourage grouping of high tech companies in smart parks
- Market/promote aboriginal products and services to Manitoba and neighbours

Developing Partnerships

- Ensure schools to support these industries are found in province
- Partner with business in centres of at post secondary institutions

What can we do to unleash the potential for leading edge industries to realize Manitoba's future economic success?

Pink Group

Adding Value to Existing

- Identify & promote value-added food processing opportunities (so we can add value)
- Dialogue Aboriginal urban-based commerce entities (land entitlement)
- Build on existing models to promote leading industries/ businesses in northern MB
- Partnering to gain access to the markets
- Take a stationary business on the road (mobile) (eg., paint ball opportunity anywhere)
- Alternate fuel

Promoting & Expanding Centres of Excellence

- "Centre of Excellence" – World Indigenous Leadership & Entrepreneurial Institute, Wpg, MB (realistic approach to training)
- Mayo Clinic of Canada in MB (people from elsewhere pay us)
- University Centres of excellence linked to existing leading edge industries
- Promote to the world the Canadian Sciences Centre for Humans & Animals (we can sell research!)
- Bio-genetic research & development
- Marketing & promotion of centres of excellence
- Sustainable development (we have a world class centre now)

Promoting/ Developing Arts & Culture

- Promoting the diverse setting potential for the movie industry
- Training cultural workers (in the Arts)
- Art, cultural, music, education centre
- Develop education centre to share the Aboriginal culture

Promoting Manitoba's Tourism & Natural Habitat

- Arctic research
- Eco-tourism
- Wilderness/ Eco tourism (aboriginal & northern communities – cultural implications)
- Recognize/ promote destination Manitoba

Expanding Technology & Infrastructure Accessibility

- Knowledge management
- Encourage technology infrastructure
- Technology/Education – distance ed participatory learning multi-media
- Further transportation infrastructure to encourage leading edge business in northern MB

Utilizing Technology for Business Training & Development

- Market MB locational advantages for e-commerce activities
- Create a business development program for northern MB using e-commerce so all Manitobans can participate
- Develop regional entrepreneurial forums to educate & train potential entrepreneurs

Creating Spin-off Companies from University and Institutional R&D

- Spin off companies from institute/bio-diagnostics
- Link universities based R&D with economic/ business opportunities
- Attracting high job return potential (spin-off)

Strengths Exploiting Demographic Trends

- Retirement industry (low cost of living)
- Seniors-focused industries

What can we do to unleash the potential for leading edge industries to realize Manitoba's future economic success?

Red Group

Maximize regional resources for global competitiveness

- Facilitate collaborative inter-sectoral project teams
- Facilitate bid partnerships (for companies), procurement system allows group bids
- Develop regional entrepreneurial forums to build opportunities in all aboriginal communities
- Involve all stakeholders (business labour, government, etc.)
- Determine what the community wants to do with the leading edge industries
- Enact e-commerce legislation
- Identify and promote key industries, sector councils, centre, excellence

Expand and maintain high speed connectivity

- Provide high-speed infrastructure in many areas of the province
- Build high-speed access: urban, rural, remote
- Investment into ensuring high speed (fiber optic) back bone throughout Manitoba
- Maintain state of the art communication backbone: internet, phone, and switches
- Technology access in remote and rural areas

Create and promote an intellectual environment

- Promote intellectual agility and risk taking
- Build a corps of eggheads to support these industries
- Create environment for thought a development e.g. think tanks, centres of excellence, coordination of bureaus for services and service providers
- Attract and retrain best and brightest technology professionals
- Invest resources e.g. infrastructure, labour

Providing skilled workers for the new economy

- Improve math/science education in Manitoba
- Ensure the necessary skills are available
- Ensure trained manpower is close at hand
- Ensure real time training for new skills
- Develop improved training for person in IT at universities and colleges
- Create new apprenticeship programs for new technology trades
- Creating economic learning opportunities for aboriginal communities, e-commerce, e-possibilities
- Ensure relevant training available
- Match education with leading edge industry needs
- Identify the future skills needed by key industries and ensure education opportunity exist to provide skilled workers

Establish technology application and demonstration sites throughout Manitoba

- Encourage e-commerce in Manitoba through demonstration sites
- Encourage high technology incubators to demonstrate practical use
- Establish a provincial incubator program to foster leading edge industries
- Create a virtual mall concept to export aboriginal products and services

Dedicate resources for the new economy

- Investment incentives (primarily start-up)
- Create more capital specifically for the leading edge industries
- Reallocate capital from the old industry
- Clear the pathways for all business to flourish

What can we do to unleash the potential for leading edge industries to realize Manitoba's future economic success?

White Group

Creating E-Commerce Opportunities For All Manitoba

- Creating affordable E-Commerce System for rural or remote communities
- Create an E-business development program for Northern Manitoba
- Develop regional entrepreneurial E-Commerce forums in Winnipeg, Brandon, The Pas, Thompson, Winkler
- Convert the Call Centre team into E-Commerce System Centre
- Economic Development Board take a lead role to establish an Aboriginal I.T. Champion
- Conduct regional entrepreneurial forums /workshops on E-business
- Develop hi-tech infrastructure to allow Engineering Designers to have access to Globalization
- Structure government I.T. tenders to allow local companies to compete
- Researching the viability of Cyber Reserve Concept

Developing Technological Infrastructures

- Develop tech based on community need
- Create centres of excellence outside the city of Winnipeg i.e. Agriculture/Biotech
- Build on existing best practices
 - MB Innovation Network
 - MB Call Centre Association
 - MB Aerospace Training
- Develop R & D programs to enhance target sectors
- Develop interconnected communities outside the city of Winnipeg
- Define role of E.I.T.C. and M.I.N.
- Develop tech infrastructure province wide
- Manitoba should be the corridor to the Eastern Arctic Transportation, Health, Communication

Targeting Key Growth Industries

- Determine that I.T. and Biotech companies are key to our future economic growth
- Identify MBs leading edge industries
- Target new and existing sectors for growth
- Develop strategies to encourage Agrifood Processing Food and Beverage Proc.
 - i.e. Water Resources Regulatory Environment
- Support developing cluster and incubators for I.T. business
- Market Hydro Power for export to keep cost low

Directing Education To Target Sector Needs

- Develop educational programs aimed at providing skilled worker in target areas
- Develop Post Secondary Ed. Industry partnerships
- Target education to meet target sector needs
- Increase Aboriginal IT training to support Aboriginal participation in rural areas
- Create and support economic development learning opportunities

Increasing Knowledge Base Of Cross Sector Industries

- Develop knowledgeable labour force
- Increase knowledge base of industry

What can we do to unleash the potential for leading edge industries to realize Manitoba's future economic success?

Yellow Group

Use a Broad, Responsive Definition of Leading Edge Industry

- Define leading edge broadly. Advantage we have with existing industries
- Don't restrict the concept of leading edge (eco-tourism)
- Don't target leading edge industries
- Support industry that recognizes geographic & population diversity
- Identify opportunities that are practical for Manitoba
- Encourage existing industries to develop/ utilize technology
- Promote environmental industries

Increase Education & Skills of workers through Comm. College, Univ., In-House Training & re-Training

- Education Institution: to train / education; to perpetuate learning; to cluster brains
- Need for a high level of education to take advantage of Hi-tech (knowledge-based industry)
- Enhance educational institutions & programs at the post-secondary level
- Provide & promote education & skills in strategic areas
- Broaden and extend access to post-secondary education
- General & inhouse re-training & upgrading programs

Competitive Tax & Incentives to Promote Investment In & By Leading Edge Industries

- Provide incentives for investment in & by leading edge industries
- Use tax system to develop leading edge industries
- Incubator business start up in leading edge industries
- Competitive tax regime
- Create critical masses for leading edge industries by establishing a competitive environment

Ensure strong inclusive Community and cultural infra-structure for marketing Manitoba (quality of life)

- Market Mb. As a great place to invest, live & work

- Ensure strong community & cultural infra-structure
- Invest in cultural industries
- Ensure quality of life issues are addressed to people here
- Present Manitoba as an attractive place to do business – retention, expansion & attraction

Develop & Maintain Hard Infrastructure T/O Province

- Ensure appropriate infra-structure exists
- Competitive infra-structure
- Ensure equal and early technology throughout the Province
- Promote community access to new info. Technology to prevent exclusion

Encourage: Critical mass clustering; Inter-Provincial partnerships; Close links – Universities & Business

- Encourage partnerships beyond provincial borders to access leading technology
- Create close links between universities and business
- Exchange clustering of "LEI" to produce critical mass in economic & intellectual terms

Immigration where Local Labour Force not Sufficient

- Achieve immigration where local labour force not sufficient or stable
- Skilled labour force

Decide whether or not to Target Leading Edge Industries

- Don't target leading edge industries

Use LEI Technology to include more people in the Workforce

- Use LEI Tech. To assist people with disabilities to participate in the workforce

Hotel Fort Garry – Winnipeg, Manitoba

March 14 - 15, 2000

TUESDAY, MARCH 14, 2000

- 5:30 pm **Welcome Reception – Mezzanine Level**
Premier Gary Doer, Irene Merie and Rob Hilliard, Co-Chairs
- 6:00 pm **Dinner – Provencher Ballroom, Main Floor**
- 7:15 pm **Official Opening – Provencher Ballroom**
- Harvey Secter, Moderator
 - Remarks – Irene Merie and Rob Hilliard
 - Panel Discussion – Chuck Loewen, Elaine Cowan, Paul Moist, Gail Asper, David Friesen
 - Instructions for Wednesday – David Church
- 9:15 pm **Adjournment**

WEDNESDAY, MARCH 15, 2000

- 8:15 am **Breakfast – Provencher Ballroom**
- 8:45 am **Group Session I**
- | | | |
|---|---------------|------------------------|
| A | Red Ribbon | Salon C (1st floor) |
| B | White Ribbon | Gateway (Mezzanine) |
| C | Blue Ribbon | Mezzanine North |
| D | Pink Ribbon | Tache (Mezzanine) |
| E | Green Ribbon | Club (Lower Level) |
| F | Yellow Ribbon | Laverendry (Mezzanine) |
| G | Gold Ribbon | Salon A/B (1st floor) |
- 10:45 am **Refreshment Break – Mezzanine**
- 11:00 am **Group Session II – return to same room as Session I**
- 12:30 pm **Lunch – Provencher Ballroom**
- 1:45 pm **Group Session II – return to same group as Session I and II**
- 3:45 pm **Plenary Session – Provencher Ballroom**
- 4:30 pm **Networking Reception – Mezzanine**
- 5:15 pm **Moderator's Summary – Provencher Ballroom**
Harvey Secter
- 5:45 pm **Premier's Closing Remarks – Provencher Ballroom**

Biographies

Rob Hilliard, Co-Chair

Rob Hilliard has been the President of the Manitoba Federation of Labour (MFL) since 1995. He previously worked as the Health and Safety Representative at the MFL and as a miner in Northern Manitoba. Rob graduated with a B.A. Honours in Sociology from Sir George Williams University in Montreal. He has been a member of the Provincial Task Force on Social Assistance, the Provincial Round Table on the Environment, a member of the St. Boniface Hospital Board and a municipal councillor for the Town of Leaf Rapids.

Irene Merie, Co-Chair

Irene Merie is a graduate of Management studies from the University of Manitoba. She is the current Chair of the Board of the Winnipeg Chamber of Commerce and was a recipient of the 1999 Manitoba Woman Entrepreneur of the Year Award in the Innovator Category. Irene started her computer training and consulting business in 1992 and has grown her business to include offices in Winnipeg and Toronto employing five full-time and 15 contract programmers and trainers. Her business is a registered supplier to the United Nations.

Charles (Chuck) Loewen, Panelist

Chuck Loewen is the founder, president and Chief Executive Officer of Online Business Systems. He has over 15 years of experience in the information technology industry and in 1999 was named Entrepreneur of the Year. Also in 1999 and, for the fifth consecutive year, Online was named one of the 50 best managed private companies in Canada by the Financial Post.

Gail Asper, Panelist

Gail Asper received her B.A. at the University of Manitoba in 1981 and received her law degree in 1984. After practising commercial law she joined CanWest Global Communications as General Counsel and Corporate Secretary. She has served as a Director of the company since 1991. Gail is Managing Director and Secretary of the Asper Foundation, a private charitable foundation.

Paul Moist, Panelist

Paul Moist is the President of CUPE local 500, representing 5,500 City of Winnipeg employees, and Vice President of the Manitoba Federation of Labour. Paul is also Treasurer of the United Way of Winnipeg and a Director of the Winnipeg Library Foundation, the North Main Street Task Force and the Manitoba Labour Education Centre. He is a graduate of the University of Manitoba with a B.A. majoring in Canadian History and a minor in Political Science.

Elaine Cowan, Panelist

Elaine Cowan is the first woman of First Nations ancestry to own and operate her own private sector, fully licensed training institute and employment agency in Canada. She recently won the 1999 Canadian Woman Entrepreneur of the Year Award and her company, Anokiwin, has been listed in the Canadian Business Magazine as 171 out of 2,000 companies in growth rank measured over the past five years. Elaine is also a founding member and current President of the Aboriginal Business Leaders and Entrepreneurs of Manitoba (ABLE).

David Friesen, Panelist

David G. Friesen is President and Chief Executive Officer of Friesens Corporation. Founded in 1907, the company manufactures hard cover colour books for publishers in Canada and the United States. The company is an employee-held company with sales of approximately \$85 million and employs 600 staff in Altona, Manitoba. David is a graduate of the University of Manitoba and presently sits as a member of the university's Development Council.

Harvey Sectar, Moderator

Harvey Sectar is Dean of the Faculty of Law at the University of Manitoba and Professor of Negotiation and Dispute Resolution. Through Resolution Processes Inc., he provides mediation, arbitration and facilitation services to businesses, professionals, not-for-profit organizations and government. Prior to pursuing his legal studies Harvey was the President and CEO of Ricki's Canada Limited. He has been an active volunteer for many years and currently sits on the boards of a number of foundations, charitable organizations and professional associations.